

# Recruitment Effectiveness of Employees to Support Performance

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**Abstract**—The research raises the issue about the declining agency staffing employees performance in the areas of education and training. The aspects which studied in this research are the recruitment effective of performance employee. This research uses survey description method. The data is collected by distributing questionnaires. The writer uses the instrument of the questionnaire through Likert scale models. The analysis of data uses regression analysis. A number of population member is 35 persons. Analysis of data finds that the correlation coefficients between recruitment effective of performance employee is in a low category. In conclusion, the results of this research show that the recruitment effective affect performance employee agency staffing employee's performance in the areas of education and training. The condition of recruitment effective of performance employee in the areas of education and training Tasikmalaya district is good.

**Keywords**—*effective recruitment; employees performance*

## I. INTRODUCTION

The operationalization of an organization requires employees or human resources to improve quality. Considering that employees are important assets of the organization, there are many things that need to be considered related to improving their performances [1]. Good performance is one of the goals of the organization in achieving high work productivity. Achieving good performance is inseparable from the quality of good human resources as well. To be able to have high and good performance, an employee in carrying out his work must have the skills and skills that are in accordance with his work [2].

Employees are the most important resource in public organizations. Employees who are good and meet qualification standards will only be able to be obtained through effective recruitment efforts. In order to be able to carry out the

recruitment process effectively, accurate and continuous information must be available regarding the number and qualifications of individuals needed to carry out various basic tasks and functions within the organization.

Withdrawal of labor or recruitment is the process of seeking to find and attract the applicants to become employees at and by certain organizations, in the process of recruitment to get a reliable employee so that although the number of employees is not too much but the tasks and functions can be done smoothly, it can be fulfilled if the recruitment process can be done well and clean from corruption of collusion and nepotism.

The recruitment process begins when steps are taken to find applicants and ends when applicants submit their applications. If the recruitment process is carried out appropriately and well, the result is the presence of a group of applicants who are then selected to ensure that only those who meet the requirements are accepted as workers in the organization that needs it.

Human resources are very important in achieving company goals. The survival of the company depends on the extent to which the company is able to take advantage of opportunities and overcome threats from the external environment with all the potential of the resources owned by the company. Quality resources available are assets that are invaluable for the company. Companies try to get and place the right employees in accordance with their respective areas of expertise so that the company's objectives can be achieved. The effectiveness of employee recruitment is done in accordance with the potential of human resources.

Similar studies that support this research include those conducted by Edi Suryadi [3], Ellyta Yullyanti [4], Mochamad Iskarim [5].

Appropriate placement consisting of suitability of academic ability, suitability of experience, suitability of physical and mental health, and suitability of marital status is also a way to get the right people, so that the planned company goals will succeed. With the right placement, passion for work, mental work, and employee performance will achieve optimal results even employee creativity can develop. Companies will experience difficulties in the future if the company does not place employees in accordance with their talents and abilities. One of the difficulties can be a decrease in employee morale and high turnover (level of employee turnover). An effective recruitment system might be to get employees in accordance with the potential of human resources and in accordance with their place (the right man on the right place).

**II. LITERATURE REVIEW**

Recruitment is a process of withdrawing a number of candidates who have the potential to be selected as employees or it can also be interpreted, recruitment is an important problem in the procurement of labor. Withdrawal works if many applicants submit their applications to the company so that the opportunity to get good employees is wide open and the company can choose the best from the good [6].

The implementation of effective recruitment conducted in accordance with the objectives, in accordance with the rules and in the right way to prospective employees intended for the company to obtain qualified employees and able to realize the goals of the company so it is expected to grow and develop in accordance with the goals set by the company [7]. Failure to recruit can affect employees in a company or institution.

As stated in the background, the approach used to solve research problems is used psychological approaches to behavior, especially organizational behavior theory, namely, the development of HR management.

The basic concept of organizational behavior is built by two main components, namely individuals with various characteristics and organizations with various characteristics. This behavioral approach using the S-O-B-C [7], relationship model is a good enough approach in making identification of variables that are significant and influencing human behavior in an organization [8].

The effectiveness of recruitment represents a situation that provides stimuli (S) that can be observed, experienced, and experienced by organisms (O) or individuals, resulting in perceptions or interpretations of the stimulus that eventually breeds a certain behavior (B). Furthermore, the behavior displayed by individuals will cause changes in the environment of the result of behavior C (consequence) is an individual performance. It is on the performance can be achieved with the existence of a performance measures, which previously this measure is already listed in the object of research. The indicators are: 1) Quality of Work, 2) Quantity of Work, 3) Knowledge of work, 4) Creativity, 5) Cooperation, 6) Awareness, 7) Initiative and 8) Self-Quality [9].

In this study, the author uses the Likert theory of reason because the theory is simple and focused on the relationship between recruitment effectiveness that is closely related to the

performance of employees in an organization or institution. formatter will need to create these components, incorporating the applicable criteria that follow [10].

**III. METHOD**

The type of research is descriptive and verified implemented through data collection in the field, then the method to be used in this study is the method of survey research explanatory (explanatory survey) [11].

The object of the study of explanatory survey research is to examine the relationship between the hypothesized variables. With the use of this explanatory survey method, the author makes observations to obtain an overview of two variables, namely recruitment effectiveness variables and employee performance variables. Is there a positive influence on the performance of employees on the effectiveness of recruitment and how much influence the effectiveness of recruitment on employee performance at the Regional Personnel Board of Education and Tasikmalaya District Training.

The population in this study is the implementation of recruitment effectiveness at the Regional Personnel Board of Education and Training Tasikmalaya Regency, which are 35 people. Variable data on the effectiveness of recruitment and employee performance obtained through the calculation of the average score against the score of respondents' answers.

Data analysis is directed to answer the problem researchers use certain criteria which refers to the average questionnaire category score obtained by respondents. The use of this category score is used in accordance with the 5 score categories developed in the Likert scale and used in this study [10]. The criteria referred to are in the following table 1.

TABLE I. INTERPRETING CRITERIA DESCRIPTION

Range of Score Categories	Interpretation
1.00 – 1.79	Very ineffective/Very low
1.80 – 2.59	Ineffective/Low
2.60 – 3.39	Fairly effective/Moderate
3.40 – 4.19	Effective/High
4.20 – 5.00	Very Effective/Very high

**IV. RESULT AND DISCUSSION**

*A. Research Finding*

Description of variable data on the effectiveness of recruitment obtained through the calculation of the average score of respondents' answers. Data analysis in the study was directed to answer the problems as expressed in the formulation of the problem. Description of research data used criteria of average scores from questionnaires obtained by respondents. The use of this category score is used in accordance with the 5 categories of scores developed in Likert scale found in Tile 1 and used in this study.

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formulation of the problem. Description of research data used criteria of average scores from questionnaires obtained by respondents. The use of this category score is used in accordance with the 5 categories of scores developed in Likert scale found in Tile 1 and used in this study.

The recruitment effectiveness variables in this study were measured through (1) the basic indicators of the source of employee withdrawal as measured by the level of preparation of strategies for recruiting, the search for applicants for job applicants, the provision of unsuitable applicant applicants and the creation of applicant associations; (2) employee source indicators measured through the level of seeking new workers, the level of opening vacancies opened by the company; (3) indicators of employee attraction methods that are measured through the establishment of a new organization, the expansion of the organization, the creation of work and reducing unemployment. The size of this recruitment effectiveness variable is measured through 15 questionnaire item statements. Based on the calculation of 35 respondents obtained the results as outlined in table 2 below.

TABLE II. RESPONDENT’S RESPONSE TOWARDS VARIABLE OF RECRUITMENT EFFECTIVENESS

No.	Indicator	Result	Average
1.	Basic Employee Withdrawal Resources	140	3,62
2.	Employee Resources	70	3,97
3.	Employee Withdrawal Method	315	3,58
Average			3,72

From the calculation of respondents' answers, it is known that the average recruitment effectiveness variable is 3.72. When consulted with the scale of interpretation of the average score of the respondent's answers contained in table 2, that number is in the range 3.40 - 4.19 or in the good or high category. These results indicate that the effectiveness of recruitment at the Regional Education and Training Personnel Board is effective.

Employee performance variables in this study are measured through indicators (1) The quality of work measured based on the level of quality of work, the ability to achieve quality standards desired by the company and shame if quality is worse than others, (2) Quantity of work measured based on the frequency level exceeds the work volume or the number of tasks that have been determined, and the level of completion of the task properly and satisfactorily work achieved, (4) Creativity measured based on the level of recognition of creativity in work, including in solving problems, the level of completion of work in a more creative way, the level of ability to bring new ideas and ideas in completing work. (5) the cooperation that is measured based on the level of willingness to cooperate with colleagues and cooperation with superiors. (6) Awareness measured based on the level of willingness to continue to work well even though there is no leadership and level of awareness of the completion of the work. (7) Initiatives measured by the level of enthusiasm in completing new tasks assigned by the company and the level of effort made for the improvement of responsibility in completing the task. (8) Quality of self that is measured based on the level of willingness to complete work outside working hours and

satisfaction with the work that has been done. The measure of employee performance variables is measured through 19 questionnaire item statements. Based on the calculation of 35 respondents, the results are listed in table 3 below.

TABLE III. RESPONDENT’S RESPONSETOWARDS EMPLOYEE PERFORMANCE

No.	Indicator	Result	Average
1.	Work Quality	105	2,90
2.	Work Quantity	70	3,01
3.	Job Knowledge	105	2,99
4.	Creativity	105	3,16
5.	Cooperative	70	2,66
6.	Awareness	70	2,89
7.	Initiative	70	2,34
8.	Quality of self	70	2,20
Average			2,77

From the results of the calculation of respondents' answers, it is known that the average employee performance variable is 2.77. When consulted with the scale of interpretation of the average score of the respondent's answers contained in table 3, the figure is in the range of 2.60 - 3.39 or is in a sufficient category. These results indicate that the performance of employees at the Regional Personnel Board of Education and Training Tasikmalaya District has a high Employee Performance.

*B. Discussion*

The problem to be answered is "What is the description of the effectiveness of recruitment at the Tasikmalaya District Education and Training Agency?"

Based on data processing, empirically the effectiveness of recruitment at the Tasikmalaya District Regional Education and Training Agency tends to be high. This is indicated by the average score of respondents' answers to the recruitment effectiveness variable questionnaire occurring at the Tasikmalaya District Education and Training Personnel Board of 3.72. It can be interpreted that most respondents feel that the recruitment effectiveness that occurs in the Tasikmalaya District Education and Training Personnel Agency as a whole has been effective. This indicates that recruitment effectiveness generally has a good or high employee transfer system. Basically, the effectiveness of recruitment, in addition, to increase morale, can also provide opportunities for employees to further improve employee performance. There are 3 (three) indicators used as a measure in this recruitment effectiveness variable, namely (1) Basic Employee Withdrawal Resources, (2) Employee Resources, and (3) Employee Withdrawal Methods.

Based on the results of data processing variable X (recruitment effectiveness) it is known that from the respondents totaling 35 people respond that the effectiveness of recruitment is in good or high classification. This is evident from the respondents' answers regarding the opinions of employees on the effectiveness of recruitment that occurred in the Tasikmalaya District Education and Training Personnel Board.

After going through the data processing, it is known that the Basic Indicator of Employee Withdrawal Resources has a good contribution to the effectiveness of recruitment effectiveness that occurs in the Regional Education and Training Agency of Tasikmalaya Regency. It is indicated by the average score of respondents' answers have the highest average of all indicators researched.

The conditions of recruitment effectiveness that occurred at the Regional Education and Training Personnel Agency in Tasikmalaya District showed a high tendency. It can be interpreted that the organization feels that recruitment effectiveness in an organization is an important factor in the application of employee performance. The high effectiveness of recruitment shows that performance has been successfully implemented in the organization. This will have implications for improving employee performance.

The problem to be answered is "How is the description of employee performance level at the Regional Personnel Board of Education and Training of Tasikmalaya Regency?". Performance of employees in this study is interpreted as a result of one's work or someone's behavior in carrying out the tasks assigned to him either in quality or quantity.

Based on the results of processing the data that has been presented based on 8 indicators; namely the quality of work, quantity of work, knowledge of work, creativity, collaboration, awareness, initiative and quality of self. It can be seen from the respondents, 35 people stated good or high. This is evident from the respondents' answers regarding employee performance.

After going through data processing it is known that the indicator of quality of work is the indicator that most contribute to the achievement of an effective employee performance. It is characterized by the effectiveness of employees in a contribution and understanding in their work. Based on the data processing above, one of the factors that affect the performance of employees is the extent to which the effectiveness of recruitment to the performance applied by the organization so that employees can always contribute and have a broad understanding in carrying out its work. Thus the application of the effectiveness of recruitment is very important for the achievement of employee performance.

The results of the calculation of the correlation coefficients obtained the relationship between the effectiveness of recruitment and the performance of employees in the Tasikmalaya District Education and Training Personnel Board. This shows that the correlation between the effectiveness of recruitment and employee performance is quite strong. To find out how much influence the variable X (recruitment effectiveness) and variable Y (employee performance) used the coefficient of determination.

The result of variable X (effectiveness of recruitment) has influence in creating work efficiency. From the results of hypothesis testing that aims to prove the presence or absence of influence between the effectiveness of recruitment on employee performance. It can be concluded that positively the effect of recruitment effectiveness on employee performance at the Tasikmalaya District Education and Training Personnel

Board can be proven. The implementation of recruitment effectiveness can have an influence on the performance of employees at the Personnel and Training Agency (BKD) to implement recruitment effectiveness properly.

The problem that wants to be answered is "Is there an effect of recruitment effectiveness on employee performance at the Tasikmalaya District Education and Training Agency?".

Based on these problems, the analysis of the effect of recruitment effectiveness on employee performance which will be described below is based on the results of simple linear regression analysis. Linear regression calculation is used to determine the effect of the effect of recruitment effectiveness on employee performance. Simple regression calculation between recruitment effectiveness and employee performance results in a regression equation  $\hat{Y} = 23,766 + 0,541 (X)$ .

The above equation states that this means the performance of employees is worth 0.541 if there is no good recruitment effectiveness, but if there is good recruitment effectiveness, employee performance will increase. The result of Product Moment correlation coefficient correlation obtained the relation of recruitment effectiveness and employee performance equal to 0,582. To find out the high and low degree of the relationship can be seen in the table of r value limits. Based on the classification table, 0.582 is included in the moderate classification. This research related with; There are also significant positive associations between the elements of recruitment and selection themselves: sourcing and attracting, and sourcing and screening; and attracting and screening have significant positive associations at .01; and sourcing, attracting, and screening all have significant negative associations with performance appraisal at .01 [12].

This shows that the correlation between recruitment effectiveness and employee performance is low. Means, the Regional Education, and Training Personnel Board implements recruitment effectiveness to support employee performance.

To find out how much influence the variable X (recruitment effectiveness) and Variable Y (employee performance), it was used coefficient of determination. The result is variable X (recruitment effectiveness) has a positive influence in creating employee performance, which is equal to 33.86% the rest is determined by other variables not examined by the author.

Hypothesis testing aims to prove whether there is an influence on the effectiveness of recruitment and employee performance. The implementation of recruitment effectiveness has a positive effect on employee performance, the results are based on the results of statistical testing in which the F obtained is 45.280. From the results of hypothesis testing with a 95% significance level with  $df_1 = 1$  and  $df_2 = 35$  obtained  $F_{count} = 45.280 > F_{table} = 4.001$ , it can be concluded that positively between recruitment effectiveness of employee performance in the Regional Education and Training Personnel Agency (BKPLD) can be proven.

This shows that recruitment can affect performance. This can be proven by Schuler's theory which suggests that the effectiveness of recruitment that is carried out properly will help the institution to obtain general objectives which include work productivity, quality of work life and work compliance

[13]. Whereas Castetter in Siti Fatimah suggested that recruitment that is not in accordance with the established plan, will cause problems that demand high costs, such as incompatibility between placement of personnel with entrusted positions, low performance, high employee absenteeism, often late, anti-organizational behavior and tenure of an uncertain job [14].

## V. CONCLUSION

Based on the results of the analysis and discussion on research that has been done by the author on the employee in the Regional Personnel Board of Education and Training Tasikmalaya, to find out how much major effect on the effectiveness of recruitment of employee performance, it can be drawn conclusion as follows:

- The general description of recruitment effectiveness in the Tasikmalaya District Education and Training Personnel Board can be said to be effective, it can be seen from the descriptive analysis of recruitment effectiveness on the results of the respondents' answers to variable X is on the effective criteria. The results of this study are measured through several indicators, namely: 1) Basic Source of Withdrawal of Employees; 2) Source of Employees; 3) Employee Withdrawal Methods. Based on these indicators, it is known that the Basic Indicators of Employee Withdrawal Sources get the highest score while the indicators of Employee Withdrawal Method are still ineffective.
- A general description of the level of performance of employees at the Tasikmalaya District Education and Training Personnel Board can be said to be at a moderate level. The results of this study were measured through several indicators, namely: 1) Quality of work; 2) Quantity of work; 3) Knowledge of work 4) Creativity, 5) Cooperation 6) Awareness 7) Initiatives and 8) Quality of self. Based on these indicators, it is known that the work quality indicator gets the highest score while the size with the low criteria is found in the indicator Knowledge about the work that is still quite effective still has not reached the organizational goals.
- Based on the results of data analysis and hypothesis testing that has been done, it can be concluded that there

is a positive and significant impact of the effectiveness of recruitment on employee performance in the Regional Personnel Board of Education and Training Tasikmalaya District.

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